

EXHIBIT 147

Fortifying Fundamentals Sustaining Growth



Key Personnel

Overseas Operational Centres

Arab Heavy Industries PJSC

Leong Yew Kong
Managing Director

Chan Lim Hong
General Manager

Shui Yee Siang
Finance & Administration Manager

Bintan Offshore
Herman Effendy
General Manager

Keppel Philippines Marine, Inc
Toh Ko Lin
President

Agnes Barbara L. Lorenzo
Vice President
(Administration & Finance)

Keppel Batangas Shipyard
Poh Leong Kok
Senior Vice President

Goh Chee Hian, Kelvin
Vice President

Subic Shipyard & Engineering, Inc.
Mok Kim Whang
President

Froilan dela Cruz
Vice President
(Commercial & Marketing)

Keppel Offshore & Marine USA Inc
Chow Yew Yuen
President, The Americas

Cheung Tak On
Vice President, Technology

Simon Lee
Vice President, Projects

Yeong Wai Seng
Vice President (Special Projects) &
General Manager (Floating Production
Systems)

Keppel AmFELS Inc
Tan Geok Seng
President & Chief Executive Officer

Jim Lim
Chief Financial Officer

Eric Phua
Vice President, Commercial

Juan Cruz
Vice President, Production

Gilbert Elizondo
Vice President, Human Resources

Keppel FELS Brasil SA
Kwok Kai Choong
President & Chief Executive Officer

Tommy Sam
Vice President & Chief Financial Officer

Alceu Mariano
Institutional Relations Director

Gilberto Israel
Commercial Director

BrasFELS SA
Kwok Kai Choong
President

Edmundo Santos
Operations Director

Keppel Verolme BV
Harold Linsen
Managing Director

Jerald Lee
Chief Financial Officer

Keppel Kazakhstan LLP
Yick Ping Wong
Executive Director,
Keppel O&M (Caspian)

Anil Kumar Sultan
Executive Vice President

Lim Ah Beng
Assistant General Director

Matthew Kok
Chief Financial Officer

Venera Nurmukhametova
Head of Administrative Department

Caspian Shipyard Company Ltd
Yan Naing Myint
President

Gurbanov Elshan
Chief Financial Officer

Lau Kuat Pin
Vice President, Technical

Edward Low
Commercial Manager

Keppel Norway AS
Steinar Haugen
President

Gunnar Larsen
Chief Financial Officer

Keppel Nantong Shipyard
Company Limited
Lee Tai Kwee
President

Wong Phuay Cheng
Vice President (Operations)

Wong Wei Kei
Vice President
(Finance & Administration)

Nakilat-Keppel Offshore
& Marine Ltd
Yong Chee Min
Chief Executive Officer

Albert Kee
General Manager (Operations)

Kok Boon Heng
General Manager (Projects)

Regency Steel Japan
Chong Woei Siong
President

Hatano Shigeyuki
Chief Operating Officer

Ang Chee Peng
Chief Financial Officer

Keppel Offshore & Marine

Building Strengths

Defining Distinction

Perfecting Execution / Advancing Innovation / Empowering People

Key Personnel

OVERSEAS OPERATIONAL CENTRES

Arab Heavy Industries PJSC

Jimmy Loh
Managing Director

Chan Lim Hong
General Manager

Shui Yee Siang
Finance & Administration Manager

Bintan Offshore
Herman Effendy
General Manager

Keppel Philippines Marine, Inc
Toh Ko Lin
President

Agnes Barbara L. Lorenzo
Vice President
(Administration & Finance)

Keppel Batangas Shipyard
Poh Leong Kok
Senior Vice President

Goh Chee Hian, Kelvin
Senior Vice President

Keppel Subic Shipyard, Inc
Mok Kim Whang
President

Froilan dela Cruz
Vice President
(Commercial & Marketing)

Keppel Offshore & Marine USA Inc
Chow Yew Yuen
President, The Americas

Cheung Tak On
Vice President (Technology)

Simon Lee
Vice President (Projects)

Yeong Wai Seng
Vice President (Special Projects) &
General Manager (Floating Production
Systems)

Keppel AmFELS Inc
Tan Geok Seng
President & Chief Executive Officer

Albert Garcia
Financial Controller

Eric Phua
Vice President, Commercial

Juan Cruz
Vice President (Production
and Engineering)

Gilbert Elizondo
Vice President (Human Resources)

Keppel FELS Brasil Group
Kwok Kai Choong
President & Chief Executive Officer

Tommy Sam
Vice President

Gilberto Israel
Commercial Director

Jerald Lee
Chief Financial Officer

Alceu Mariano
Institutional Relations Director

Edmundo Santos
Operations Director

Keppel Verolme BV
Harold Linssen
Managing Director

Wong Wei Kei
Chief Financial Officer

Keppel Kazakhstan LLP
Yick Ping Wong
General Director

Anil Kumar Sultan
Executive Vice President

Lim Ah Beng
Assistant General Director

Chow Wai Hoong
Chief Financial Officer

Venera Nurmukhametova
Head of Administrative Department

Caspian Shipyard Company Ltd
Yan Naing Myint
President

Lau Kuat Pin
Vice President

Elshan Gurbanov
Chief Financial Officer

Edward Low
Commercial Manager

Keppel Norway AS
Roy Sletten
Acting CEO

Gunnar Larsen
Chief Financial Officer

Keppel Nantong Shipyard
Company Limited
Lee Tai Kwee
President

Wong Phuay Cheng
Vice President (Operations)

Li Gang
Vice President (Commercial)

Ben Ang
Vice President (Finance)

Nakilat-Keppel Offshore
& Marine Ltd
Abu Bakar Mohd Nor
Chief Executive Officer

Albert Kee
General Manager (Operations)

Regency Steel Japan
Wong Chun Yu
President

Hatano Shigeyuki
Chief Operating Officer

Keppel Singmarine Brasil
Hoe Eng Hock
Executive Director

Tan Chong Kee
General Manager

DEFINITELY KEPPEL



REPORT TO STAKEHOLDERS 2011

KEY PERSONNEL

Overseas Operational Centres

ARAB HEAVY INDUSTRIES PJSC

JIMMY LOH

Managing Director

CHAN LIM HONG

General Manager

PT BINTAN OFFSHORE

KOK BOON HENG

General Manager

KEPPEL PHILIPPINES MARINE, INC

MOK KIM WHANG

President

STEFAN TONG

Executive Vice President

AGNES BARBARA L. LORENZO

Vice President

(Administration & Finance)

KEPPEL BATANGAS SHIPYARD, INC

POH LEONG KOK

Senior Vice President

KEPPEL SUBIC SHIPYARD, INC

MOK KIM WHANG

President & General Manager

LEONG KOK WENG

Senior Vice President

FROILAN DELA CRUZ

Vice President

(Commercial & Marketing)

KEPPEL OFFSHORE & MARINE USA, INC

TOMMY SAM

Vice President

CHEUNG TAK ON

Vice President (Technology)

SIMON LEE

Vice President (Projects)

KEPPEL AMFELS, LLC

TAN GEOK SENG

President & Chief Executive Officer

GILBERT ELIZONDO

Vice President (Human Resources)

ALBERT GARCIA

Financial Controller

ERIC PHUA

Vice President (Commercial)

JUAN CRUZ

Vice President (Operations
and Engineering)

KEPPEL FELS BRASIL GROUP

KWOK KAI CHOONG

President & Chief Executive Officer

TOMMY SAM

Vice President

GILBERTO ISRAEL

Commercial Director

JERALD LEE

Chief Financial Officer

ALCEU MARIANO

Institutional Director

EDMUNDO SANTOS

Operations Director

LOW TIAU TONG

Assistant Operations Director

KEPPEL VEROLME BV

HAROLD LINSEN

Managing Director

WONG WEI KEI

Chief Financial Officer

KEPPEL KAZAKHSTAN LLP

YICK PING WONG

Executive Director

ANIL KUMAR SULTAN

Executive Vice President

LIM AH BENG

Assistant General Director

CHOW WAI HOONG

Chief Financial Officer

CASPIAN SHIPYARD COMPANY LTD

CHANDRU SIRUMAL RAJWANI

President

LAU KUAT PIN

Vice President

ELSHAN GURBANOV

Chief Financial Officer

KEPPEL NORWAY AS

ROY SLETTEN

Acting CEO

DANNY ANG

Chief Financial Officer

KEPPEL NANTONG SHIPYARD

CO. LTD

LEE TAI KWEE

President

EDMUND LEK

Deputy President

WONG PHUAY CHENG

Vice President (Operations)

LI GANG

Vice President (Commercial)

BEN ANG

Vice President (Finance)

NAKILAT-KEPPEL OFFSHORE

& MARINE LTD

ABU BAKAR MOHD NOR

Chief Executive Officer

ALBERT KEE

General Manager (Operations)

REGENCY STEEL JAPAN LTD

WONG CHUN YU

President

SHIGEYUKI HATANO

Chief Operating Officer

KEPPEL SINGMARINE BRASIL LTDA

HOE ENG HOCK

Executive Director

TAN CHONG KEE

General Manager

BAKU SHIPYARD LLC

DAVID LOH

General Manager

SHAPING THE FUTURE

Report to Stakeholders 2012



KEY PERSONNEL

OVERSEAS OPERATIONAL CENTRES

ARAB HEAVY INDUSTRIES PJSC**JIMMY LOH**

Managing Director

CHAN LIM HONG

General Manager

PT BINTAN OFFSHORE**NAM YAU CHAI**

General Manager

KEPPEL PHILLIPINES MARINE, INC**TOH KO LIN**

President

STEFAN TONG

Executive Vice President

AGNES BARBARA L. LORENZOSenior Vice President
(Finance & Administration)**KEPPEL BATANGAS SHIPYARD, INC****POH LEONG KOK**

President

KEPPEL SUBIC SHIPYARD, INC**LEONG KOK WENG**

President

FROILAN DELA CRUZVice President
(Commercial & Marketing)**KEPPEL OFFSHORE & MARINE USA, INC****TAN GEOK SENG**

President

TOMMY SAM

Vice President

CHEUNG TAK ON

Vice President (Technology)

KEPPEL AMFELS, LLC**TAN GEOK SENG**

President & Chief Executive Officer

ERIC PHUA

Vice President (Commercial)

GILBERTO ELIZONDO

Vice President (Human Resources)

ALBERT GARCIA

Financial Controller

JUAN CRUZ

Vice President (Operations)

KEPPEL FELS BRASIL S.A.**KWOK KAI CHOONG**

President & Chief Executive Officer

TOMMY SAM

Vice President

SIMON LEE

Vice President (Operations)

GILBERTO ISRAEL

Commercial Director

JERALD LEE

Chief Financial Officer

ALCEU MARIANO

Institutional Relations Director

LUIZ CAETANO

Operations Director

KARINA STOFF

Legal and HR Director

LOW TIAU TONG

Director (Special Projects)

LEWIS LIANG KUN

General Manager (Projects)

KEPPEL VEROLME BV**HAROLD LINSSEN**

Managing Director

WONG WEI KEI

Chief Financial Officer

KEPPEL KAZAKHSTAN LLP**YICK PING WONG**

General Director

ANIL KUMAR SULTAN

Executive Vice President

KOK BOON HENG

Assistant General Director

CHOW WAI HOONG

Chief Financial Officer

CASPIAN SHIPYARD COMPANY LTD**CHANDRU SIRUMAL RAJWANI**

President

LAU KUAT PIN

Vice President

ELSHAN GURBANOV

Chief Financial Officer

KEPPEL NANTONG SHIPYARD CO. LTD**EDMUND LEK**

President

WONG PHUAY CHENG

Vice President (Operations)

LI GANG

Vice President (Commercial)

BEN ANG

Vice President (Finance)

NAKILAT-KEPPEL OFFSHORE & MARINE LTD**ABU BAKAR MOHD NOR**

Chief Executive Officer

ALBERT KEE

General Manager (Operations)

REGENCY STEEL JAPAN LTD**WONG CHUN YU**

President

SHIGEYUKI HATANO

Chief Operating Officer

KEPPEL SINGMARINE BRASIL LTDA**HOE ENG HOCK**

Executive Director

TAN CHONG KEE

General Manager

BAKU SHIPYARD LLC**DAVID LOH**

General Manager



CONFIGURED FOR GROWTH

Report to Stakeholders 2013



Key Personnel

OVERSEAS OPERATIONAL CENTRES

ArabHeavy Industries PJSC
JIMMY LOH
MANAGING DIRECTOR

CHAN LIM HONG
GENERAL MANAGER

ADRIAN KWAN
ADMINISTRATOR AND
FINANCIAL CONTROLLER

PT Bintan Offshore
THOMSON HALIM
ASSISTANT GENERAL MANAGER

Keppel Phillipines Marine, Inc
TOH KO LIN
PRESIDENT

STEFAN TONG
EXECUTIVE VICE PRESIDENT

AGNES BARBARA L. LORENZO
SENIOR VICE PRESIDENT
(FINANCE & ADMINISTRATION)

Keppel Batangas Shipyard
LEONG SIEW LOON
PRESIDENT

Keppel Subic Shipyard, Inc
LEONG KOK WENG
PRESIDENT

FROILAN DELA CRUZ
VICE PRESIDENT
(COMMERCIAL & MARKETING)

Keppel Offshore & Marine USA, Inc
TOMMY SAM
VICE PRESIDENT

CHEUNG TAK ON
VICE PRESIDENT
(TECHNOLOGY)

Keppel AmFELS, LLC
SIMON LEE
PRESIDENT

ERIC PHUA
VICE PRESIDENT
(COMMERCIAL)

TOMMY SAM
CHIEF FINANCIAL OFFICER

TOM MCCOY
VICE PRESIDENT
(PRODUCTION)

Keppel FELS Brasil S.A.
KWOK KAI CHOONG
PRESIDENT & CHIEF EXECUTIVE
OFFICER

TOMMY SAM
VICE PRESIDENT

GILBERTO ISRAEL
COMMERCIAL DIRECTOR

LOW HAN KIAT
CHIEF FINANCIAL OFFICER

ALCEU MARIANO
INSTITUTIONAL RELATIONS
DIRECTOR

LUIZ CAETANO
OPERATIONS DIRECTOR

KARINA STOFF
LEGAL AND HR DIRECTOR

LOW TIAU TONG
DIRECTOR
(SPECIAL PROJECTS)

LEWIS LIANG KUN
GENERAL MANAGER
(PROJECTS)

Keppel Verolme BV
HAROLD LINSSEN
MANAGING DIRECTOR

WONG WEI KEI
CHIEF FINANCIAL OFFICER

Caspian Shipyard Company Ltd
CHANDRU SIRUMAL RAJWANI
PRESIDENT

LAU KUAT PIN
EXECUTIVE VICE PRESIDENT

ELSHAN GURBANOV
CHIEF FINANCIAL OFFICER

Keppel Nantong Shipyard Co. Ltd
Keppel Nantong Heavy Industry Co. Ltd
EDMUND LEK
PRESIDENT

WONG PHUAY CHENG
VICE PRESIDENT
(OPERATIONS)

LI GANG
VICE PRESIDENT
(COMMERCIAL)

DANNY ANG
VICE PRESIDENT
(FINANCE)

Nakilat-Keppel Offshore & Marine Ltd
ABU BAKAR MOHD NOR
CHIEF EXECUTIVE OFFICER

ALBERT KEE
GENERAL MANAGER
(OPERATIONS)

Regency Steel Japan Ltd
WONG CHUN YU
PRESIDENT

SHIGEYUKI HATANO
CHIEF OPERATING OFFICER

Keppel Singmarine Brasil Ltda
HOE ENG HOCK
EXECUTIVE DIRECTOR

LEE YOONG HOONG
GENERAL MANAGER

Baku Shipyard LLC
LAM KHEE CHONG
PRESIDENT/GENERAL MANAGER

AGILITY

Leveraging Innovation

Report to
Stakeholders
2014

Key
Personnel**OVERSEAS OPERATIONAL
CENTRES**

Arab Heavy Industries PJSC
Leong Siew Loon
 MANAGING DIRECTOR

PT Bintan Offshore
Thomson Halim
 GENERAL MANAGER

Keppel Philippines Marine, Inc
Toh Ko Lin
 PRESIDENT

Stefan Tong Wai Mun
 EXECUTIVE VICE PRESIDENT

Keppel Batangas Shipyard
Tan Geok Seng
 GENERAL MANAGER

Ramon M. Cornelia
 VICE PRESIDENT
 Operations

Keppel Subic Shipyard, Inc
Leong Kok Weng
 PRESIDENT

Leong Chee Wah, Spencer
 GENERAL MANAGER

Keppel Offshore & Marine USA, Inc
Tommy Sam
 CHIEF FINANCIAL OFFICER
 Americas

Cheung Tak On
 VICE PRESIDENT
 Technology

Keppel AmFELS, LLC
Simon Lee
 PRESIDENT

Eric Phua
 VICE PRESIDENT
 Commercial

Tom McCoy
 VICE PRESIDENT
 Production

Dennis Tan
 VICE PRESIDENT
 Finance

Keppel FELS Brasil S.A.
Kwok Kai Choong
 PRESIDENT AND
 CHIEF EXECUTIVE OFFICER

Tommy Sam
 VICE PRESIDENT

Marlin Khiew
 VICE PRESIDENT
 Operations

Gilberto Israel
 COMMERCIAL DIRECTOR

Low Han Kiat
 CHIEF FINANCIAL OFFICER

Alceu Mariano
 INSTITUTIONAL RELATIONS
 DIRECTOR

Luiz Caetano
 OPERATIONS DIRECTOR

Karina Stoff
 LEGAL AND HR DIRECTOR

Low Tiau Tong
 DIRECTOR
 Special Projects

Keppel Verolme BV
Harold Linssen
 MANAGING DIRECTOR

Wong Wei Kei
 CHIEF FINANCIAL OFFICER

Caspian Shipyard Company Ltd
Lau Kuat Pin
 CHIEF EXECUTIVE OFFICER

Elshan Gurbanov
 CHIEF FINANCIAL OFFICER

Keppel Nantong Shipyard Co. Ltd
Keppel Nantong Heavy Industry Co. Ltd
Edmund Lek
 PRESIDENT

Wong Phuay Cheng
 VICE PRESIDENT
 Operations

Li Gang
 VICE PRESIDENT
 Commercial

Lim Kok Hwee
 VICE PRESIDENT
 Finance

Nakilat-Keppel Offshore & Marine Ltd
Chandru Sirumal Rajwani
 CHIEF EXECUTIVE OFFICER

Albert Kee
 GENERAL MANAGER
 Operations

Regency Steel Japan Ltd
Wong Chun Yu
 PRESIDENT

Shigeyuki Hatano
 CHIEF OPERATING OFFICER

Keppel Singmarine Brasil Ltda
Loh Kee Huat
 GENERAL MANAGER

Baku Shipyard LLC
Lam Khee Chong
 PRESIDENT/GENERAL MANAGER



Report to Stakeholders 2015

Key Personnel

Overseas Operational Centres

Arab Heavy Industries PR.J.S.C

Leong Siew Loon
Managing Director

PT Bintan Offshore

Thomson Halim
General Manager

Keppel Philippines Marine, Inc

Chor How Jat
Chairman

Leong Kok Weng
President

Stefan Tong Wai Mun
Executive Vice President

Keppel Batangas Shipyard, Inc

Tan Geok Seng
General Manager

Keppel Subic Shipyard, Inc

Leong Kok Weng
President

Spencer Leong Chee Wah
General Manager

Keppel Offshore & Marine USA, Inc

Lai Ching Chuan
President

Tommy Sam Yuin Sing
Vice President

Cheung Tak On
Vice President
Technology

Keppel AmFELS, LLC

Simon Lee Kim Foong
President

Eric Phua Hwan Khoon

Vice President
Commercial

Tom McCoy
Vice President
Production

Dennis Tan Boon Wei
Vice President
Finance

Keppel FELS Brasil S.A.

Kwok Kai Choong
President and
Chief Executive Officer

Tommy Sam Yuin Sing
Vice President

Samuel Wong Chung Han
Chief Financial Officer

Gilberto Israel
Commercial Director

Karina Stoff Fonseca Mendonca
Legal and HR Director

Alceu Mariano De Melo Souza
Institutional Relations Director

Estaleiro BrasFELS Ltda

Marlin Khiew Huey Kang
President

Luiz Carlos Caetano Dos Santos
Operations Director

Keppel Verolme BV

Harold W.M. Linssen
Managing Director

Gurbanov Elshan
Chief Financial Officer

Caspian Shipyard Company, LLC

Lau Kuat Pin
Chief Executive Officer

Keppel Nantong Shipyard Co. Ltd Keppel Nantong Heavy Industry Co. Ltd

Edmund Lek Hwee Chong
President

Wong Phuay Cheng
Vice President
Operations

David Lim Kok Hwee
Vice President
Finance

Li Gang

Vice President
Commercial (Keppel Nantong Shipyard Co. Ltd)

Lewis Liang Kun
Vice President
Commercial (Keppel Nantong Heavy Industry Co. Ltd)

Nakilat-Keppel Offshore & Marine Ltd

Chandru Sirumal Rajwani
Chief Executive Officer

Felix Allen Jerome
General Manager
Operations

Regency Steel Japan Ltd

Wong Chun Yu
President

Naoya Hachigoh
Chief Operating Officer

Keppel Singmarine Brasil Ltda

Loh Kee Huat
General Manager

Baku Shipyard, LLC

Lam Khee Chong
General Manager